

# DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

## PERFORMANCE PLAN

### CONTRIBUTION TO MONTGOMERY COUNTY RESULTS

- Affordable Housing in an Inclusive Community
- Healthy and Sustainable Communities
- A Responsive and Accountable County Government

### WHAT DHCA DOES, FOR WHOM, AND HOW MUCH

What We Do and for Whom	How Much
Multifamily and single family housing programs: produce and preserve single and multifamily affordable housing.	<ul style="list-style-type: none"> <li>• \$43,778,980 Total (73.9% budget)</li> <li>• WY: 20.6 (22.7% of personnel)</li> </ul>
Enforce the housing code for single and multifamily housing, including inspecting all multifamily units every three (3) years (annually in Takoma Park).	<ul style="list-style-type: none"> <li>• \$2,978,210 (5% of budget)</li> <li>• WY: 31.9 (35.2% of personnel)</li> </ul>
Make loans, provide technical assistance, develop comprehensive plans, and engage community in neighborhood and commercial revitalization.	<ul style="list-style-type: none"> <li>• \$6,311,820 (10.6 of budget)</li> <li>• WY: 16.5 (18.2% of personnel)</li> </ul>
Mediate and where necessary send to adjudication, landlord-tenant disputes.	<ul style="list-style-type: none"> <li>• \$1,059,800 (1.8% of budget)</li> <li>• WY: 9.8 (10.8% of personnel)</li> </ul>
Administer three (3) Federal programs: Community Development Block Grant, HOME Investment Partnership Program, and Emergency Shelter Grants Program.	<ul style="list-style-type: none"> <li>• \$4,782,630 (8.1% of budget)</li> <li>• WY: 8.3 (9.2% of personnel)</li> </ul>
License rental facilities (fee service).	<ul style="list-style-type: none"> <li>• \$340,910 (.6% of budget)</li> <li>• WY: 3.5 (3.9% of personnel)</li> </ul>
The mission of the Department of Housing and Community Affairs is to: plan and implement activities which prevent and correct problems that contribute to the physical decline of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; increase the supply of new affordable housing; and, maintain existing housing in a safe and sanitary condition.	<ul style="list-style-type: none"> <li>• TOTAL FY08 Budget: \$59,256,350</li> <li>• TOTAL WY: 90.6 (88 full time, 5 part-time positions)</li> </ul>

## **DHCA HEADLINE PERFORMANCE MEASURES**

### **Headline Performance Measure #1: (UNDER CONSTRUCTION)**

Number of affordable housing units produced and preserved by fiscal year

- a. Produced
- b. Preserved
- c. Pipeline

### **Headline Performance Measure #2: (UNDER CONSTRUCTION)**

County cost per unit of affordable housing

- a. Produced
- b. Preserved

### **Headline Performance Measure #3: (UNDER CONSTRUCTION)**

Percent of cases that achieve voluntary compliance in code enforcement cases before a citation is written

### **Headline Performance Measure #4: (UNDER CONSTRUCTION)**

Number of housing code enforcement repeat offenses

### **Headline Performance Measure #5: (UNDER CONSTRUCTION)**

Number of landlord-tenant cases mediated successfully

### **Headline Performance Measure #6: (UNDER CONSTRUCTION)**

Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission

### **Headline Performance Measure #7: (UNDER CONSTRUCTION)**

Gains achieved in neighborhoods receiving DHCA neighborhood revitalization funding/services

## **Production and Preservation of Multifamily and Single Family Affordable Housing Units**

### **Story Behind The Performance:**

#### **Contributing Factors**

1. A history of acceptance and support for inclusiveness and mixed-income communities by the County's residents and officials.
2. Continued and increased funding of the Housing Initiative Fund (HIF).
3. Strong partnership with nonprofit and private sector in the provision of affordable housing.
4. Opportunities for redevelopment of underutilized urban and transit station areas.

#### **Restricting Factors**

1. Property values continue to escalate, limiting impact of HIF dollars.
  - a. The amount of gap financing required is increasing.
  - b. Cost per unit for properties available for purchase is excessive.
2. Scarcity of new housing due to slump in new construction in County.
3. NIMBYism – localized opposition to affordable housing development.
4. Limitations on future residential development as the County nears “build-out.”

### **What We Propose To Do**

1. Preserve existing affordable housing through both investment and policy/regulation.
2. Encourage affordable housing production as a part of the market rate development, through policy/regulation (e.g., MPDU – type policies).
3. Obtain appropriate data to develop improved performance measures based on demand for affordable housing and progress in meeting demand.
4. Promote employer-assisted housing. For example, join the House Keys 4 Employees Program, which is aimed at helping low- and moderate-income families become homeowners.



5. Develop additional sources of funding (e.g., impact fees for non-residential developments to benefit affordable housing).
6. Promote higher densities of development in appropriate areas: CBDs and near public transportation hubs.
7. Promote mixed-use development (e.g., the promotion of housing in non-residential areas).
8. Continue the focus on, and coordination of, housing for those with special needs, e.g. homeless, persons with disabilities, seniors, etc.



9. Develop a program to garner more broad based and active community support for policies that promote economically inclusive communities.
10. Promote the adaptive use of the County’s existing housing stock to reduce demand on new housing: e.g., assist seniors in adapting their homes to meet their needs; promote the efficient use of the County’s housing stock through the accessory apartment and home-sharing programs.

## **Code Enforcement**

### **Story Behind The Performance:**

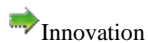
#### **Contributing Factors**

1. There is generally good housing stock throughout the county, therefore, contributing to willingness to comply with codes and not be the exception within neighborhood.
2. Multifamily landlords have established a good track record of cooperation and working toward compliance.
3. Neighborhood associations anxious to obtain compliance throughout neighborhoods.
4. Competent and efficient code staff experienced in working with landlords and homeowners to get compliance.

#### **Restricting Factors**

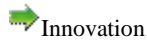
1. Some areas have high concentration of rental housing with some renters exhibiting an “I don’t care” attitude.
2. Some neighborhoods with relatively high concentration of over crowded smaller single family residences.
3. Multiple car ownership in individual units/homes creating parking problems and no zoning or other regulations preventing same.
4. Lack of knowledge and/or misperception by many residents and property owners as to what codes permit or prohibit.
5. Unavailability of affordable housing causing families to double and triple up.
6. Inconsistent and/or uncoordinated enforcement of codes across departmental lines.
7. Vague or overlapping code requirements and fragmented responsibilities for code enforcement

#### **What We Propose To Do**



1. Develop shared data base for use by various departments involved in code related issues.
2. Improve ability to identify relocation resources for families/individuals that need to move for code related reasons.

3. Develop program to assist in financing improvements to bring properties into code compliance.
4. Develop community awareness effort to keep community informed of code requirements.
5. Solicit assistance from real estate community to identify problems and better counsel their clients.
6. Better educate residents of code compliance responsibilities.



## **Neighborhood Revitalization**

### **Story Behind The Performance:**

#### **Contributing Factors**





1. The County has a wealth of existing neighborhoods that provide affordable housing opportunities to residents of nearly all income levels.
2. Existing neighborhood organizations are becoming concerned and seeking action to address some of the neighborhood problems.
3. There is the political will in the County to preserve affordable housing while maintaining safe healthy neighborhoods.
4. Experience has shown that physical improvement in some neighborhoods has contributed to increase spending by homeowners on property improvements.
5. Relatively early regulatory intervention will preclude more serious problems in the future.
6. The County has other programs to improve existing neighborhood infrastructure, such as DPWT's *Renew Montgomery*.

#### **Restricting Factors**

1. The County's high quality of life and economic prosperity creates high demand for housing in the County, leading to inflationary pressures on the existing housing stock.
2. Some neighborhoods in Montgomery County are aging and have not benefited from concentrated infrastructure or neighborhood improvement efforts.
3. Housing types (e.g., smaller "starter" homes) have kept property values lower than county averages and resulted in less affluent residents in these neighborhoods.

4. Some of these older neighborhoods have experienced an influx of new residents to the county doubling up, tripling up, and renting “rooms” in formerly single family homes.
5. An increasing number of blighting influences is appearing in some of these neighborhoods.
6. Some code enforcement actions might contribute to causing displacement of some residents with no adequate relocation resources.
7. Funds and staff capacity will most likely limit activity to one neighborhood thereby creating problems in neighborhoods not selected.

### **What We Propose To Do**

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|  Innovation   | 1. Develop a neighborhood quality monitoring system that will predict or give advance notice of signs of neighborhood deterioration.   |
|  Innovation   | 2. Develop closer relationships with other County programs to address neighborhood deterioration in a comprehensive manner.  |
|  Innovation   | 3. Foster better communications with neighborhood associations, and public and private sector agencies, such as utilities and school administrators, to promote information sharing on neighborhood quality observations and concerns. |
|  Innovation | 4. Implement a “quick strike” program that can provide immediately visible improvements in a neighborhood, such as neighborhood clean-ups, towing of unregistered vehicles, graffiti removal, etc.                                     |

### **Landlord/Tenant Affairs**

#### **Story Behind The Performance:**

##### **Contributing Factors**

1. Landlord/Tenant Commission and staff have established a solid track record over the years in addressing these issues and setting a standard for landlords throughout the County.
2. Conciliation efforts between landlords and tenants have had a success rate of approximately 95 percent thereby resolving issues before having to be presented to the Commission for resolution.

##### **Restricting Factors**

1. The increase in number of landlords, particularly those managing small properties requires increased outreach and education.

2. The tightness of the rental housing market reduces the incentive for landlords to conciliate.
3. The lack of available and affordable relocation resources make it difficult to assist families and individuals whose best interests are served by moving.
4. There is an impression by some landlords that the staff and Commission inequitably support tenant positions in disputes.

### **What We Propose To Do**

1. Promote education of landlords and residents regarding the law and the responsibilities of each.
2. Improve the technology used to respond to questions and to open and track cases.
2. Determine the impact of landlord/tenant activities on the number and type of cases that are taken to the District Court.



## **Appendix A**

### **Budget**

## **Appendix B**

### **Implementation**

A basic timeline and deliverables for the actions discussed in the Performance Plan will be provided shortly.

## **Appendix C**

### **Data Development Agenda**

The sources of data for all the performance measures have been identified.

### **PARTNERSHIPS/COLLABORATIONS**

DHCA is involved in a number of collaborations in furtherance of County results. Many are initiated by the Department within the scope of our everyday activities conducted to accomplish our mission. However, we are ever alert to opportunities for collaboration with others to facilitate their ongoing activities. The following are examples of these opportunities:

1. **Consumer Protection** – DHCA Landlord/Tenant office assists OCP foreclosure clients seeking housing.
2. **Correction and Rehabilitation** – DHCA works with DOCR and outside groups to facilitate housing for those in transition from the penal system.
3. **Economic Development** – Community Development Division supports economic development efforts through assistance to commercial areas and small businesses.
4. **Fire and Rescue Service** – DHCA works collaboratively to develop means to reduce fire hazards. DHCA also refers problem residential structures to MCFRS when necessary.
5. **Health and Human Services** – DHCA collaborates on housing for DHHS clients with special needs. Frequently programs from both departments are necessary to address specific issues.
6. **Permitting Services** – Code inspectors refer potential zoning violations to DPS for action as they are discovered.



7. **Police** – Signs of criminal activity observed during routine work of DHCA are referred to POL.
8. **Property Tax Assessment** – Referrals are made when owner occupant structures are converted to rental.
9. **Public Information Office** – DHCA staff provide outreach to Hispanic/Latino community through TV program, Tertulio.
10. **Public Works and Transportation** – Referrals of problem issues are made as appropriate. Code staff will pick up some solid waste (discarded items) from right-of-way rather than refer to DPWT.